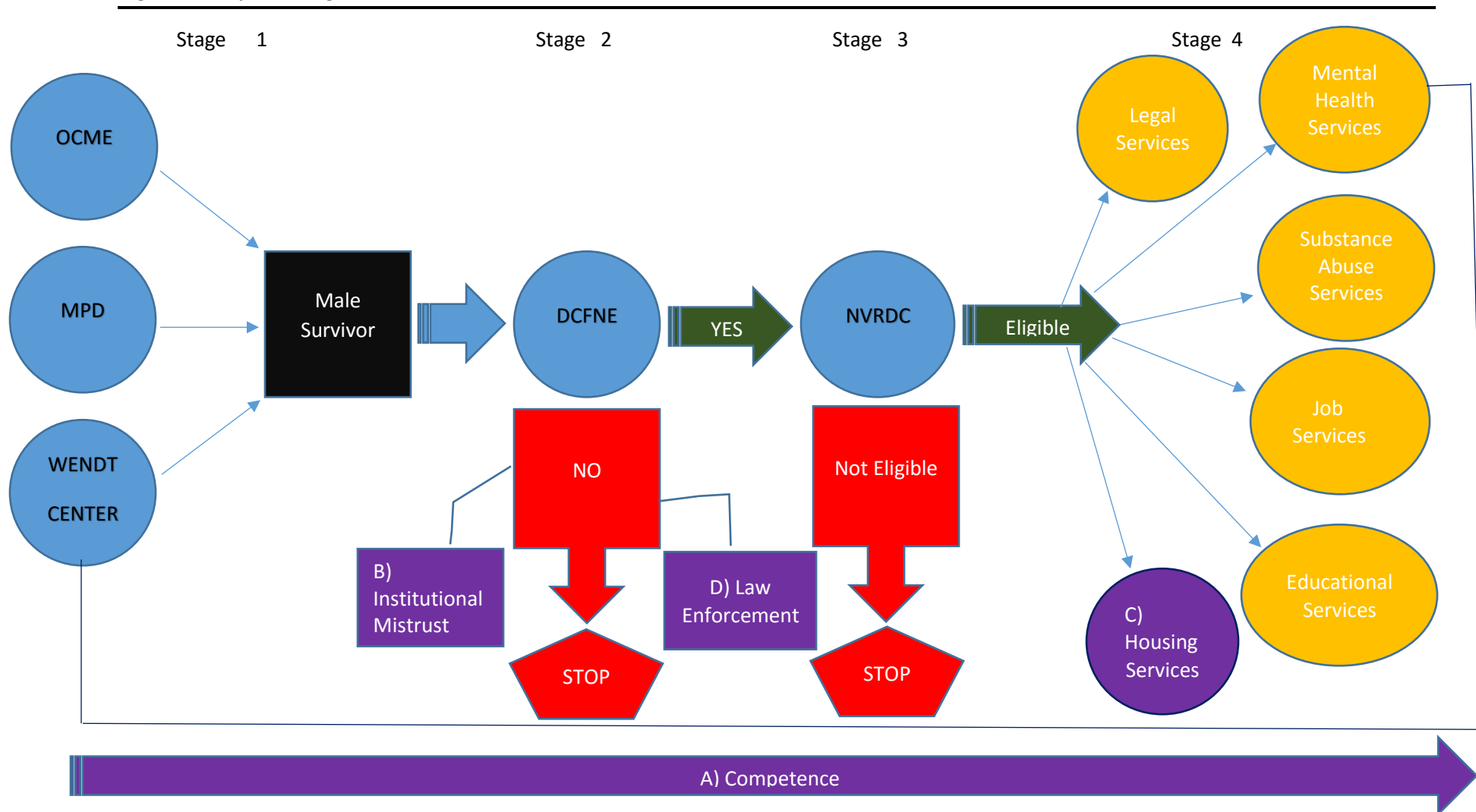


Figure 2. Project Change-MS Flow Chart







## **Building Capacity for Performance Measurement and Evaluation**

### **Performance Measure Summary: Reentry Grantees Fiscal Year 2016**

This report summarizes the performance measure data provided by reentry grantees of Office of Victim Services Justice Grants (OVSJG) participating in the BCPME project. The source of data for this summary is the Bureau of Justice Assistant Performance Measurement Tool (PMT) submitted in Fiscal Year 2016 (FY2016). These data were extracted by OVSJG and submitted to JRSA in excel format.

Of the 7 reentry grantees, 6<sup>1</sup> (85%) entered the PMT data for every quarter for FY2016. These grantees are:

- Columbia Heights/Shaw Family Support Collaborative
- Community Family Life Services
- House of Ruth
- Jubilee Housing
- Thrive DC
- University Legal Services.

All 6 of the reentry programs had been previously established at the start of FY2016. One program began in 2007, another in 2011, 2 in 2013, 1 in 2014 and 1 in 2015. Among these 6 grantees, half rely on JGA funding for 100% of their program budget; while the other 3 reentry grantees supplement their program budget ranging from 23% to 46% of their budget with funding from other sources.

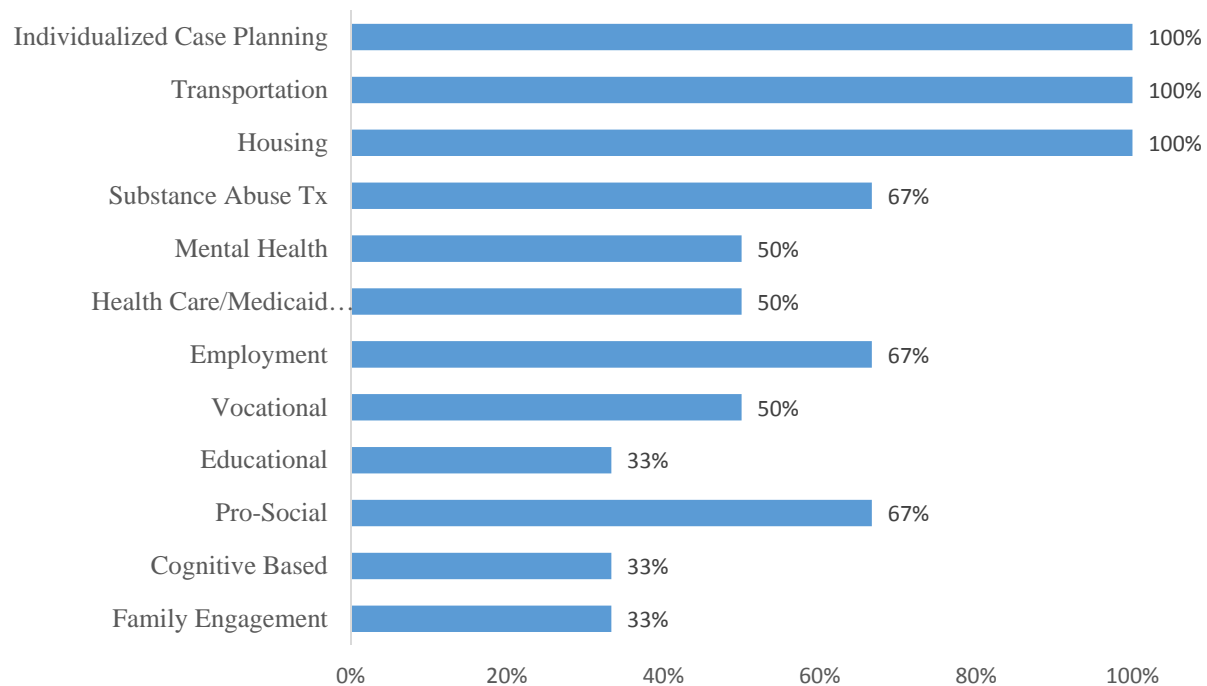
The types of services provided by these programs varied. While all 6 (100%) programs provided individualized case planning, and housing and transportation assistance, 4 of 6 advised they provide substance abuse treatment and mental health services. (See Figure 1 below). Only 2 agencies provide services focused on family engagement, cognitive-based, and educational services.

All 6 programs – during one quarter or another over the year, reported having a partnership with an outside entity or group (See Figure 2 below). For example, all 6 (100%) of grantees report there is a mental health provider and a community based service provider actively involved with the program, while 5 of 6 (83%) report that corrections agencies and substance abuse treatment providers are actively involved. In contrast, none of the partners report any involvement by state or local law enforcement, child protective services, or K-12 schools.

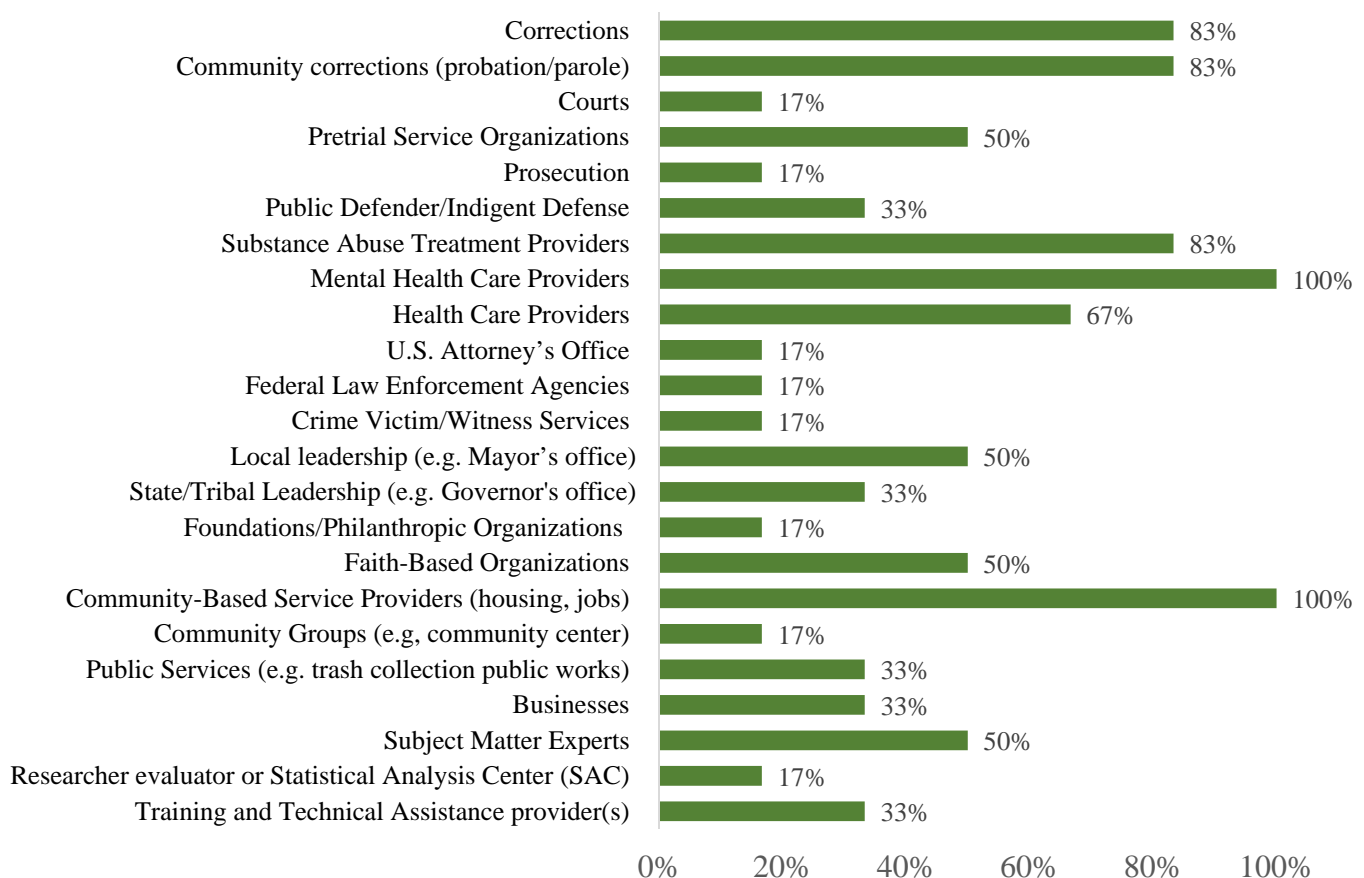
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<sup>1</sup> There were no data for Visitors Service Center, thus they are omitted from this report.

**Figure 1: Types of Services Provided by Reentry Grantees (N=6)**



**Figure 2: Reentry Grantees Agreeing Partners Actively Involved with Program (N=6)**



Finally, Table 1 provides the number of participants screened, engaged, dropped out, and completed the program. For FY2016, there were 523 candidates initially screened, and among those 523, 355 (or 68%) were screened for eligibility for program participation. Of the 355 candidates screened for eligibility for entry into the program, 109 (or 31%) received services for the first time in these programs.

The reentry programs reported that they served a total of 290 participants in FY2016 – including new and existing clients. Of those 290, 49 (or 17%) completed the program in this reporting period and 70 (or 24%) dropped out or did not complete the program.

**Table 1: Participants, By Program, FY2016**

| <b>Program Name</b>                                    | <b>Number candidates screened for eligibility</b> |          | <b>Number Participants screened for eligibility for entry</b> |          | <b>NEW participants who received services for the first time</b> |          | <b>Last day of the reporting period<br/>TOTAL number enrolled in the program</b> |          | <b>Participants successfully completing all program requirements</b> |          | <b>Number participants dropout/did not complete the court/program</b> |          |
|--|---|----------|---|----------|--|----------|--|----------|--|----------|---|----------|
|  | <b>Freq.</b>                                      | <b>%</b> | <b>Freq.</b>  | <b>%</b> | <b>Freq.</b>   | <b>%</b> | <b>Freq.</b>   | <b>%</b> | <b>Freq.</b>   | <b>%</b> | <b>Freq.</b>  | <b>%</b> |
| Columbia Heights/<br>Shaw Family Support Collaborative | 31  | 6%       | 31  | 9%       | 20   | 18%      | 42   | 14%      | 15   | 31%      | 32  | 46%      |
| Community Family Life Services                         | 194   | 37%      | 194   | 55%      | 41   | 38%      | 67   | 23%      | 17   | 35%      | 13  | 19%      |
| House of Ruth  | 27  | 5%       | 12  | 3%       | 6  | 6%       | 26   | 9%       | 6  | 12%      | 4   | 6%       |
| Jubilee Housing  | 64  | 12%      | 47  | 13%      | 4  | 4%       | 34   | 12%      | 4  | 8%       | 7   | 10%      |
| Thrive DC  | 39  | 7%       | 29  | 8%       | 16   | 15%      | 28   | 10%      | 1  | 2%       | 4   | 6%       |
| University Legal Services                              | 168   | 32%      | 42  | 12%      | 22   | 20%      | 93   | 32%      | 6  | 12%      | 10  | 14%      |
| <b>Total</b>   | 523   |          | 355   |          | 109  |          | 290  |          | 49   |          | 70  |          |

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of the Mayor**  
**OFFICE OF VICTIM SERVICES AND JUSTICE GRANTS**



**FISCAL YEAR 2016 YEAR-END DATA ANALYSIS**

The following represents a comprehensive analysis of the work of the Victim Services Division of the Office of Victim Services and Justice Grants, and the grantees funded by the Victim Services Division, during Fiscal Year 2016.

Fiscal Year 2016 was the first year for which Victim Services grantees collected and reported on standard data, as well as outcome measures. There were a few persistent difficulties with the data collection throughout the Fiscal Year, which improved as the year progressed. For that reason, some of the data reported by grantees was eliminated from analysis. Therefore, not all of the data is exact. OVSJG believes that the data is an accurate rough representation of the work accomplished by the grantees over the course of the year, but the data may not be an exact representation. We anticipate that the data processes will improve.

**PART I: FISCAL ANALYSIS**

The chart below depicts the amount of funding, in grants, obligated by the Victim Services Team during Fiscal Year 2016. The first column represents the amount of funds granted by the Victim Services team during Fiscal Year 2016. The second column depicts the amount actually spent by grantees during Fiscal Year 2016. The third column depicts the amount of funds left unspent at the end of Fiscal Year 2016, which is the amount of funds that are vulnerable to a potential lapse. The final column represents the potential lapse as a percentage of the amount obligated.

**Notable Issues:**

- Inability or unwillingness to appropriately deobligate funds on the part of grantees has resulted in a significant amount of unspent funds awarded to each grantee. In Fiscal Year 2017, significant lapse of funds on the part of individual grantees may result in an increase in the grantee's risk assessment level.

| Amount Obligated | Amount Expended | Unspent Funds  | Percentage Unspent Funds |
|------------------|-----------------|----------------|--------------------------|
| \$16,327,643.65  | \$14,668,690.18 | \$1,250,827.71 | 7.6%                     |

## PART II: DATA/COUNT ANALYSIS

### Notable Issues:

- There is a significant number of victims who do not have a reported gender or race. Service providers should make a greater effort to appropriately collect data on the victim's race and age.
- There were pervasive issues with individual grantee data not adding appropriately across categories. Where possible, OVSJG worked with individual grantees to correct their data. However, it is possible that the numbers across demographic categories do not exactly match the numbers of victims served.

### VICTIMS SERVED, BY QUARTER

The following charts represent the numbers of primary and secondary victims served by OVSJG grantees, by quarter of service. The numbers represent the number of NEW victims served by each grantee organization during the named quarter; it is understood that each grantee organization was also serving victims from previous quarters.

A **primary victim** is a person who has been directly injured as the result of the crime; it is the person against whom the crime was committed. A primary victim is the direct target of the victimization and/or was the person that is legally considered the victim of the crime. **There were a total of 14,149 primary victims served by Victim Services grantees during Fiscal Year 2016.**<sup>1</sup>

A **secondary victim** is a person who has been injured as the result of the primary victim's victimization; it is a person who, by the nature of their relationship to the primary victim, is injured. It is understood that a grantee may not serve secondary victims or may not track secondary victims. However, a person who is injured as the result of a loved one's homicide is, by definition, a secondary victim. **There were a total of 2,396 secondary victims served by Victim Services grantees during Fiscal Year 2016.**<sup>2</sup>

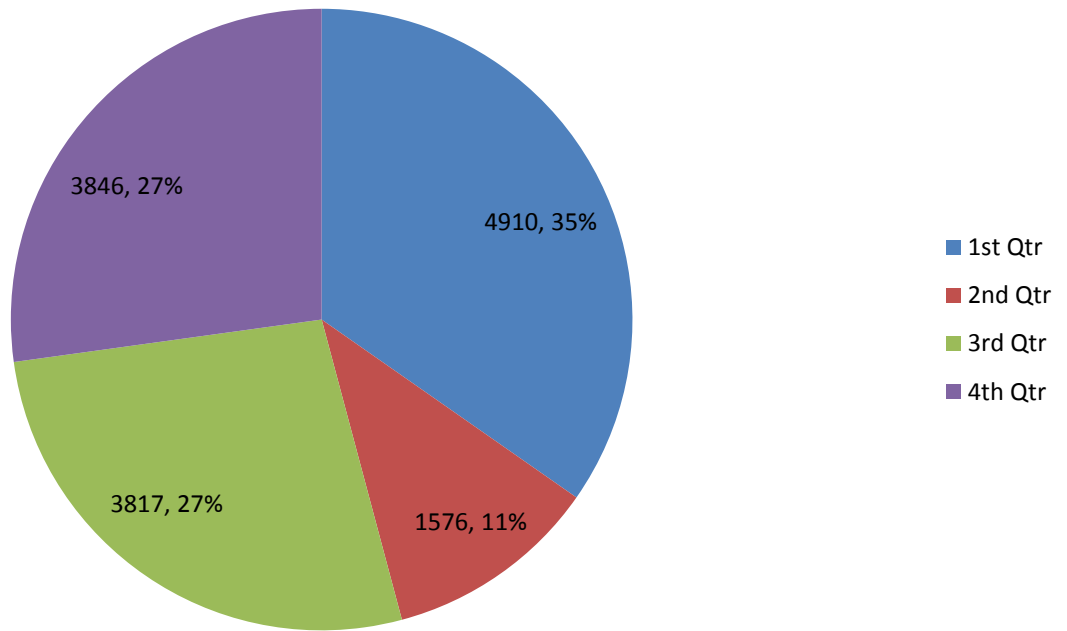
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<sup>1</sup> There is no mechanism to ensure that the victims reported by each grantee are unduplicated across other grantees. For example, if a victim was provided legal services by one grantee and mental health services by another grantee, that victim will be counted twice. The number of primary victims was derived by adding the total number of unique primary victims reported by each grantee. For Quarter 1, both new and continuing primary victims were added to the total. For Quarters 2 – 4, only the number of new victims served were added to create a total.

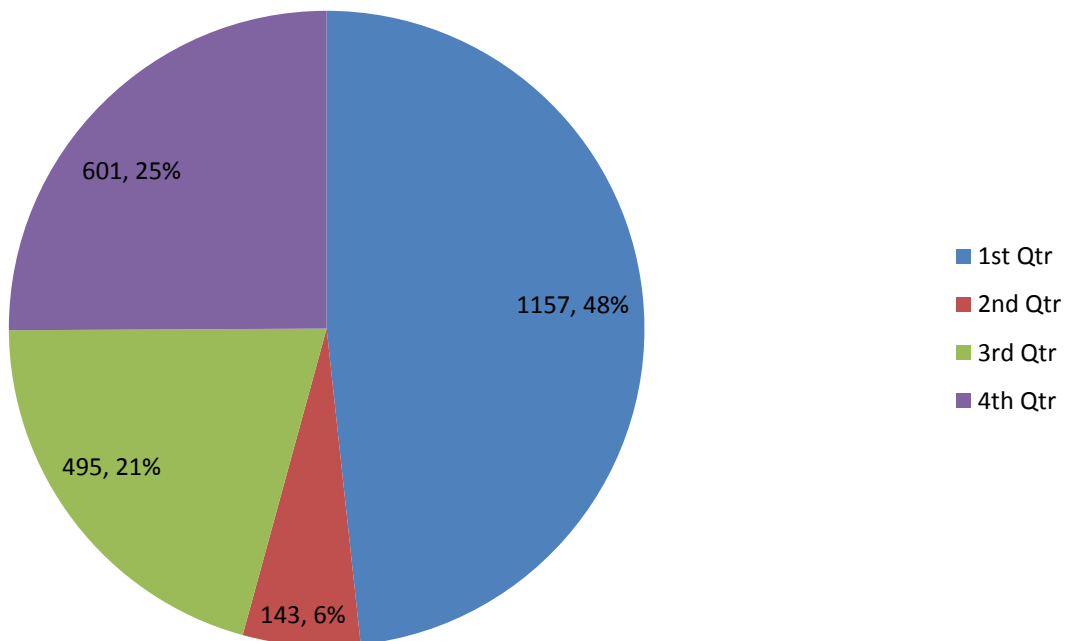
<sup>2</sup> There is no mechanism to ensure that the victims reported by each grantee are unduplicated across other grantees. For example, if a victim was provided legal services by one grantee and mental health services by another grantee, that victim will be counted twice. The number of secondary victims was derived by adding the total number of unique secondary victims reported by each grantee. For Quarter 1, both new and continuing secondary victims were added to the total. For Quarters 2 – 4, only the number of new victims served were added to create a total.



### New Primary Victims Served, by Quarter

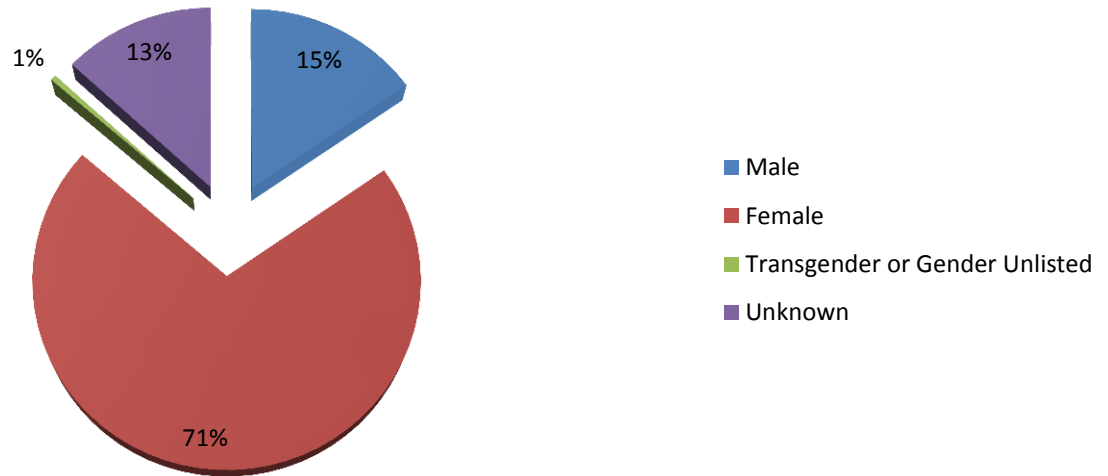


### New Secondary Victims Served, by Quarter

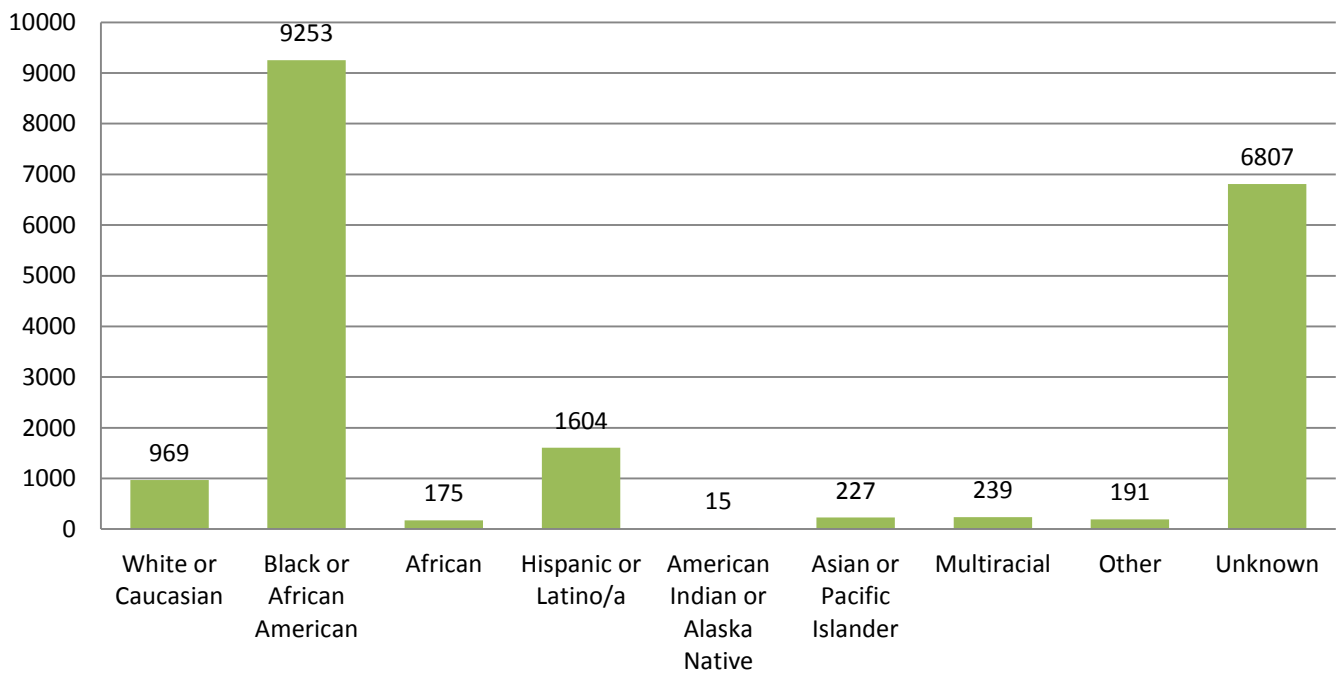


VICTIMS SERVED, BY STANDARD DEMOGRAPHICS

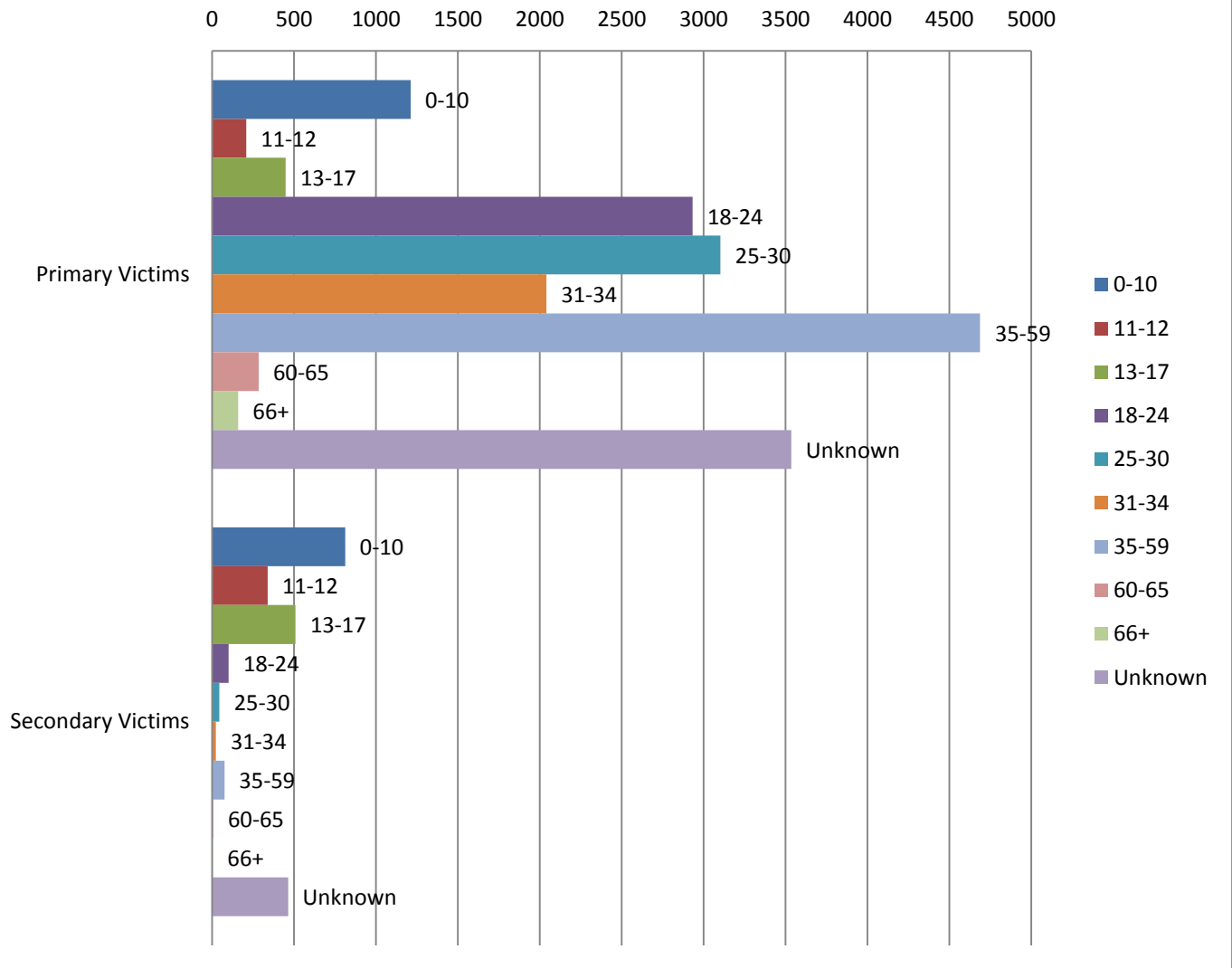
### Victims Served, by Gender Primary and Secondary Victims



### Victims Served, by Race Primary and Secondary Victims



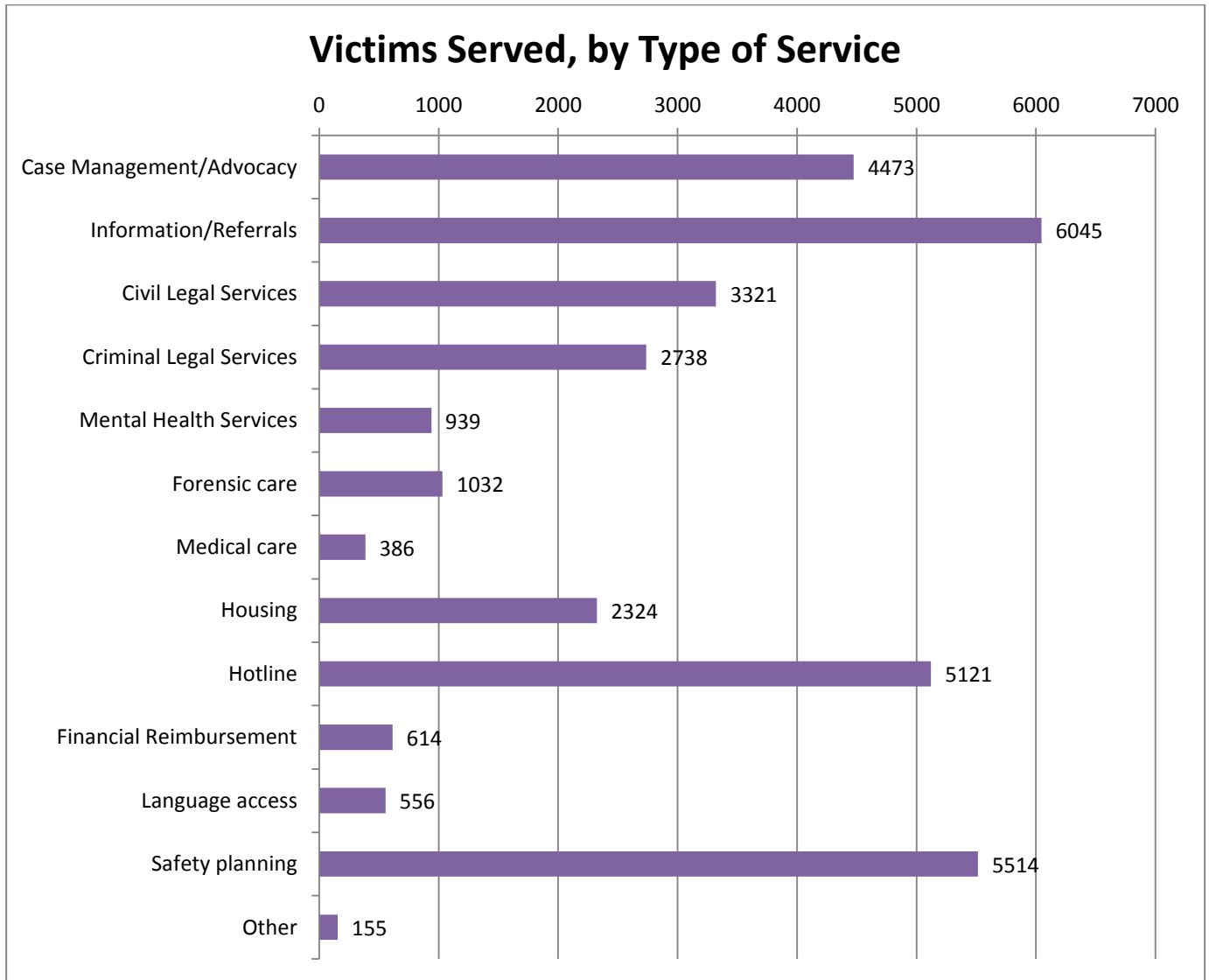
## Victims Served, by Age Primary and Secondary Victims



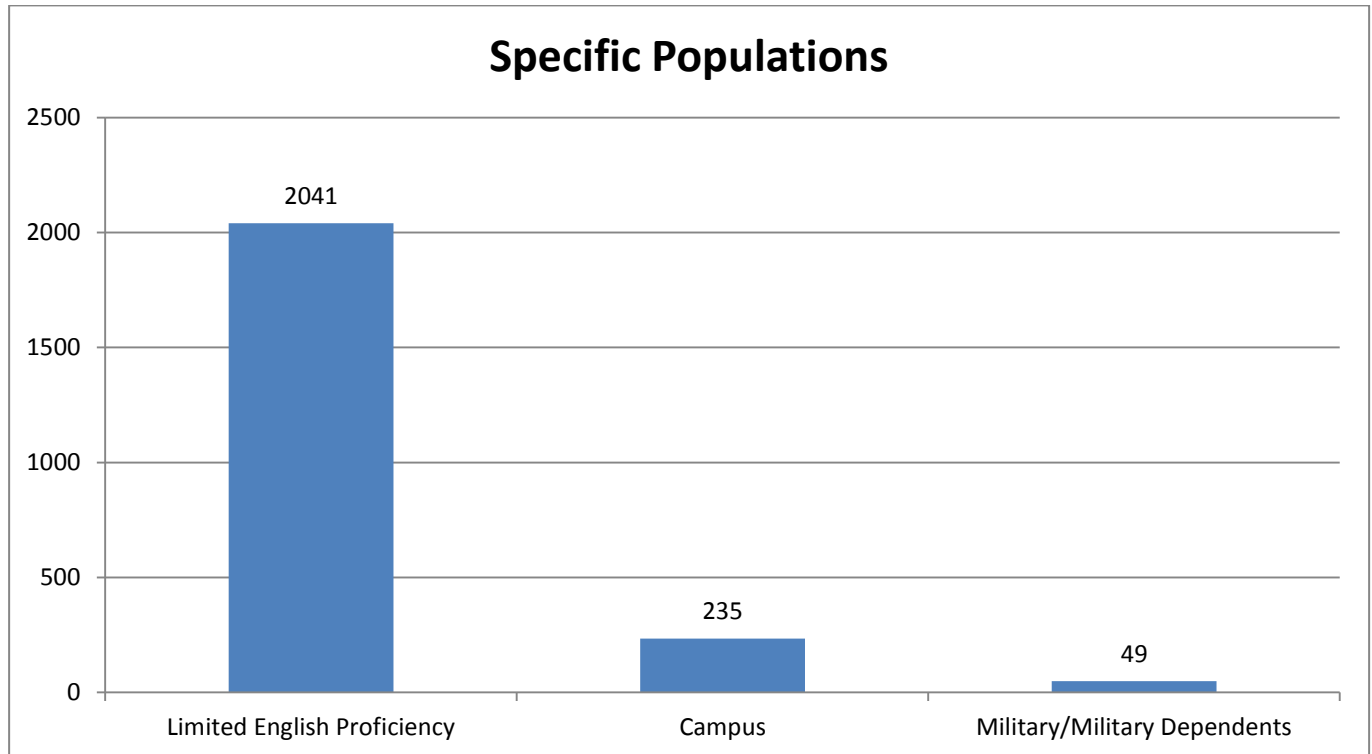
**VICTIMS SERVED, BY TYPE OF CRIME<sup>3</sup>**

**\*\*NOTE:** Data modified. Certain data removed from calculations due to concerns about accuracy of the information.

<sup>3</sup> For the purposes of this information, one victim can report being a victim of more than one type of crime.

**VICTIMS SERVED, BY TYPE OF SERVICE<sup>4</sup>**

<sup>4</sup> For the purposes of this information, one victim can receive multiple types of service from the same agency.

VICTIMS, BY SPECIFIC POPULATIONS

### **PART III: OUTCOME MEASURES**

Outcome measures are reported for Quarters 2 – 4 only. Due to the insufficiency of the data collected in Quarter 1, OVSIG eliminated the data from the final report.

#### **CASE MANAGEMENT AND ADVOCACY**

**Case management and advocacy services** are those that engage the victim in a (usually) intermediate to long term relationship for the purpose of empowering that victim post-trauma, assisting that victim in engaging the systems of care and justice that the victim chooses, and using the victim's experience to advance a larger mission of system change. Case management and advocacy services are intended to be intermediate or longer term services that meet needs of the victim that occur after the point of crisis.

#### **Notable Issues:**

- An overwhelmingly high number (90%) of victims who received case management or advocacy services did not have a T1 pre-test to assess the improvement of the victim over the course of the services. OVSIG will be working individually with the providers who are funded for case management and advocacy services to improve the collection of data for this outcome.

**3,566** unique victims were provided case management or advocacy services by DC victim service providers.

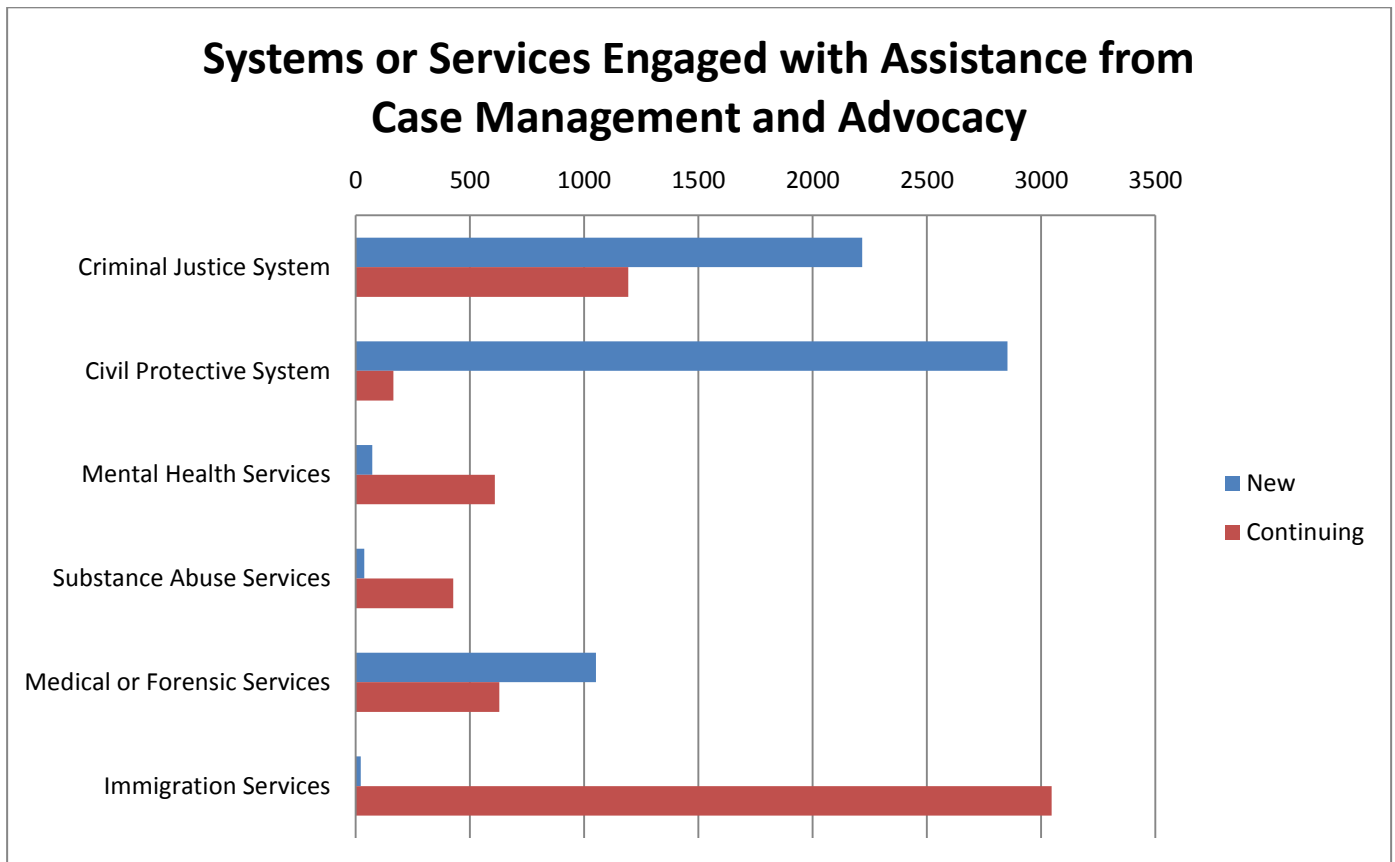
Of those, **346 (or 9.7%)** reported an increase in resiliency, coping, or empowerment during the fiscal year. NOTE: This number includes only those victims who were assessed at a T1 and a T2. Approximately 90% of victims who received case management and advocacy services were not assessed at T1 and therefore cannot be assessed as having an increase in resiliency, coping, or empowerment.

Victim service providers with case management or advocacy services helped victims engage in the criminal justice process and civil protective process, connect with mental health or substance abuse services and engage with the immigration system.

The graph below indicates “new” victims with the blue bar and “continuing” victims with the red bar. “New” means that the agency or organization engaged with that victim first during the reporting quarter. “Continuing” means that the agency or organization engaged with the victim first during a previous reporting quarter but continues to provide service to that victim in this reporting quarter.

It is important to reflect the differences between engagement of services for new and continuing victims because it tells a story of which services are engaged immediately and which services are typically a delayed engagement.

For example, it is clear from the chart that victims who newly engage with a service provider to receive case management or advocacy rank civil protective services and access to the criminal justice system as of their top priorities. However, victims who engage mental health or substance abuse services tend to do so after working with their advocate for a period of time.



**Continuing education and training of staff.** Organizations that were funded to do case management and advocacy used 70 employed staff and 76 volunteers during the fiscal year to perform case management and advocacy services within the organization. Staff in these programs were engaged in 148 hours of continuing education during the fiscal year.

**Edited qualitative observations from the field:**

- *We were surprised to see rise in elderly white females.*
- *We saw an increase in those exiting our program achieving permanent housing.*
- *Lack of employment resources in the city is hampering many from achieving economic stability.*
- *We have seen an increase in native African survivors and have had difficult times find culturally specific and appropriate referral options.*
- *For the past several months Jade (not her real name) has been grappling with the decision of whether to leave her abusive spouse. Throughout that time, a case manager provided ongoing peer support and safety planning in Japanese. During Quarter 4 Jade left her husband and filed for an EPO. Unfortunately, Jade's relationship with her attorney was hampered by linguistic and cultural barriers. She felt further*



*abused and misunderstood. She relayed her concerns to the case manager, who helped her to build the self-esteem and find her voice. Ultimately, Jade made the empowered decision to terminate her relationship with her attorney and seek another one. Our organization's case manager leveraged our existing partnerships to connect Jade with another provider for legal representation and a partner organization for counseling. Jade reports feeling supported and empowered as she strives to reclaim her life.*

- *Many clients gave examples of the ways in which they have become more resilient saying, "I used to always call between sessions and now I am able to manage stressors enough to make until my next session and "When I first started coming here I was self-injuring nearly every day and now I can't even remember the last time I acted on that urge". In some cases, client simply expressed gratitude for the work they are able to do in counseling and commented that they did not feel the paper and pencil measure adequately captured how helpful it is to them.*
- *"That now I'm actually dealing with my feelings honestly rather than avoiding them, so I feel less resilient than before"*
- *N. came to shelter in January 2016. N. came with her three kids, ages 5, 3 and 1 year old, and was in abusive relationship with the father of her two youngest children. She didn't have a job, a place to live, and didn't receive TANF and food stamps. After a few weeks participant was able to get TANF and food stamps, attend all her Case Management sessions, and group sessions. Client completed all her goals while at the shelter, including obtaining critical documents and working with our parenting program. One day before her 90 day anniversary, N. left to stay at a partner shelter for longer term services.*
- *One client stated "It is wonderful that there is someone like your organization who can explain things to me in my own language".*
- *The shortage of housing in the district makes it very difficult to support clients.*

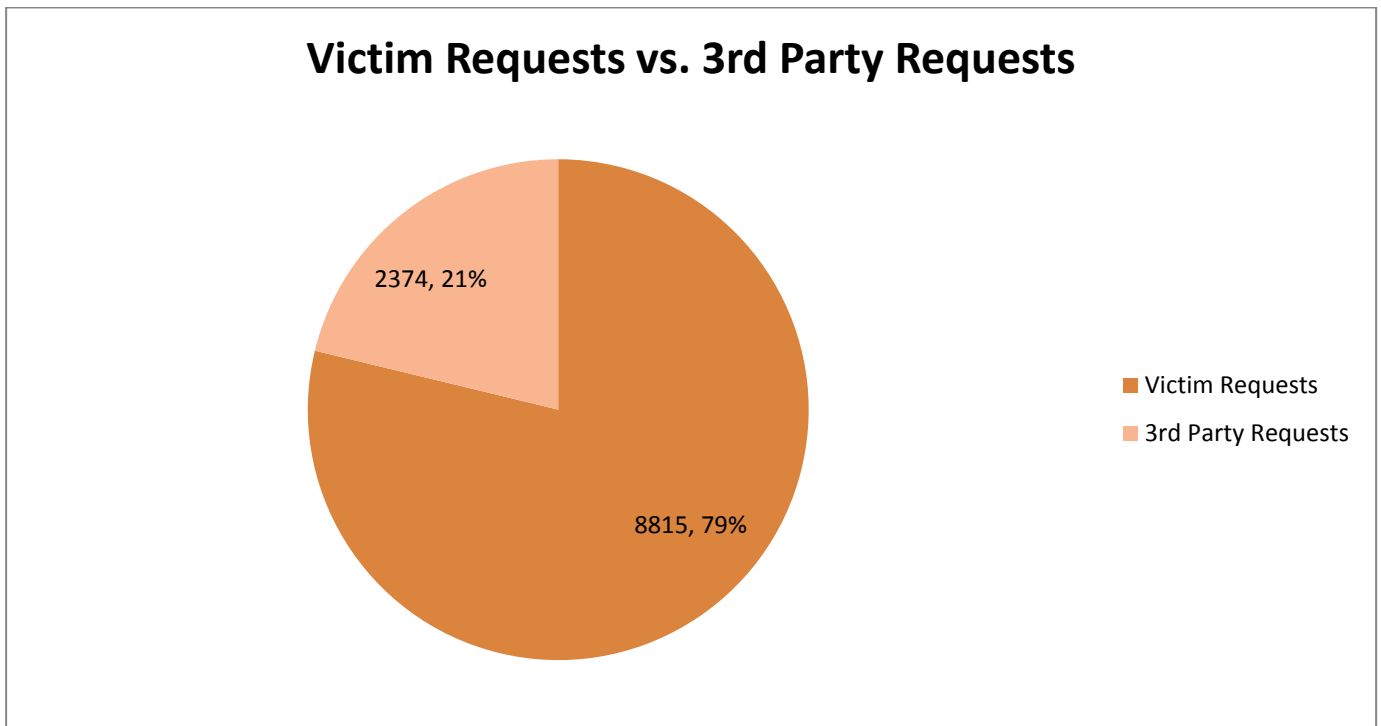
#### **CRISIS INTERVENTION AND HOTLINE**

**Crisis intervention and hotline services** are those that seek to engage crime victims in crisis for the purpose of providing accessible care that stabilizes a victim from the point of emotional, financial, or physical crisis. Crisis intervention and hotline services are intended to be short-term services that meet an immediate need for the victim.

**There were no notable issues with this category of data.**

Victim service providers responded to **10,836** crisis intervention or hotline calls during the fiscal year. An additional **952** crisis intervention or hotline calls were received but were unanswered due to lack of capacity to respond (8% of calls received).

**8,815** victims were served by crisis intervention or hotline services during the fiscal year. An additional **2,374** crisis intervention or hotline services were provided to 3<sup>rd</sup> party requesters.<sup>5</sup>

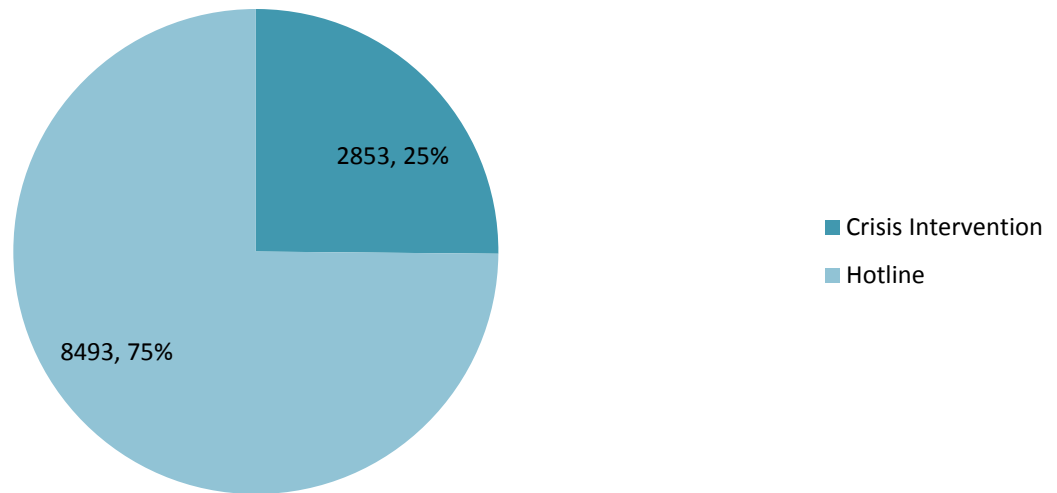


Of the crisis intervention and hotline services requested, 8,493 victims received hotline services and 2,853 victims received in-person crisis intervention services.

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<sup>5</sup> A 3<sup>rd</sup> party requester is a person who calls for assistance on behalf of a victim. For example, a victim service provider or law enforcement agency may call a hotline to get services for a victim with whom they are working. A friend or family member may also call a hotline to get resources for a victim.

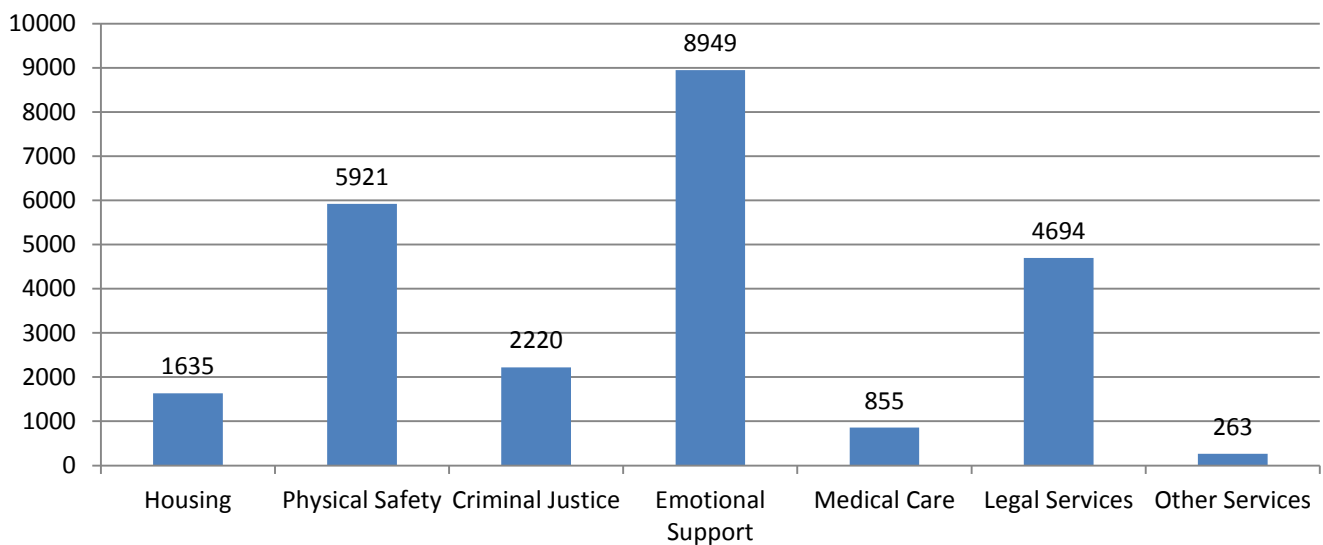
## In-Person Crisis Intervention vs. Hotline



Of the victims who received services from hotline or crisis intervention providers, victims requested services in the following areas:

- Housing
- Physical safety
- Criminal justice support
- Emotional support
- Medical care
- Legal services
- Other services not listed

## Services Requested During Hotline or Crisis Intervention



When crisis intervention or hotline services were requested, the organization receiving the request provided services in-house, via cold referral to another organization or agency or via warm hand-off to another organization or agency. In some cases, a referral was made and declined by the victim and in other cases, there was an unknown resolution.

### Method of Providing Crisis Intervention or Hotline Services

